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STAFF STUDY

THE CHAPLAIN ASSIGNMENT MODEL FOR
AN ORGANIZATIONAL CHANGE AGENT

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Chaplain Advanced Course
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SUBJECT: The Chaplain Assignment Model For An Organizational Change Agent

1. PROBLEM. To determine most appropriate assignment model for chaplain change agent to facilitate section mission accomplishment at Class I Installation.

2. ASSUMPTIONS.

a. The role of the Army will remain as peacetime deterrent with majority of personnel stationed at Class I Installations.

b. Knowledge of human behavior and change theory will continue to increase.

c. Military leaders will become more aware of the possibility of managing change.

3. FACTS BEARING ON THE PROBLEM.

a. Knowledge from civilian industry and behavioral scientists has been adapted to Army needs.

b. Change is normally not being managed in Army Chaplain Programs.

c. Intentional, programed, and managed change will increase the effectiveness of religious influence upon the military community.

4. DISCUSSION.

a. Trained change agents are being identified and are available for assignment in three possible models: (1) assignment as full-time position, (2) assignment to a regular position with change agent work as an additional duty, and (3) no assignment to work in change agent role. Advantages and disadvantages of each model are discussed in Annex A.

b. Knowledge and techniques from current industrial and behavioral science models have been adapted to the military organization. Such adaptation allows change to be programed and managed with consultation/guidance by trained personnel. This results in the chaplain mission being accomplished in a proactive manner facilitating full development of the human potential within the military system. Discussion of mission accomplishment and examples of adaptation are shown by case history in Annex B.

5. CONCLUSION. That chaplain change agents be assigned in full-time model at Class I Installations.

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6. ACTION RECOMMENDED.

- a. That the conclusion in paragraph 5 be approved.
- b. That DACH Personnel Section be guided in implementing this policy.



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ANNEXES: A-Advantages and Disadvantages of Assignment Models.
B-Case History
C-Bibliography

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ANNEX A

TO

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Discussion of Advantages and Disadvantages

1. Full-time Assignment

A. Advantages of Full-time Assignment Model.

- (1) Ease of data gathering and making staff contacts.
- (2) The chaplain can provide training experiences for others.
- (3) Staff and section co-ordination will be improved.
- (4) Speed of change efforts will be increased.
- (5) It will provide point of continuity in change process.
- (6) A consultant will be provided for the Chaplain Section and other parts of the system.
- (7) Programs will originate at the lowest level of the organization and will impact upon the organization needs.

B. Disadvantages of Full-time Assignment Model.

- (1) It requires more personnel.
- (2) It makes a specialist of particular people.
- (3) It requires funds for continued training.

2. Additional Duty Assignment

A. Advantages of Additional Duty Assignment Model.

- (1) It provides a person for unit/section assignment.
- (2) A trained person is available for change agent work on as need basis, yet provides full-production employment otherwise.

B. Disadvantages of Additional Duty Assignment Model.

- (1) There is a loss of continuity in change efforts.
- (2) The results of the change effort occur at slower speed.
- (3) It limits the training experiences of other personnel.
- (4) Data gathering about organizational needs is slowed.
- (5) There is a loss of control over the change process.

3. No Change Agent Assignment

A. Advantages of No Assignment as Change Agent

- (1) There is no requirement for additional personnel.
- (2) There is no requirement for additional training funds.
- (3) Continued management of program from "top-to-bottom" is made possible.
- (4) Chaplains can generate their "own" programs.

B. Disadvantages of No Assignment as Change Agent

- (1) The change effort remains unmanaged.
- (2) Programs tend to remain reactive.
- (3) Friction and dysfunctional behavior continues to operate within the system.
- (4) Ignores DACH guidance to "encourage change".

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Annex A

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ANNEX B

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Case History Examination of Mission Accomplishment and Examples of Adaptation of Behavioral Science Techniques.

"A key paragraph in the Objectives of the Chief of Chaplains for the 1970's reads that the chaplain is expected to 'encourage individual and social change within the military community in order that people may more fully express their individual identity, achieve group cohesiveness, and be witnesses to God.'"1. Such an action oriented program calls for the chaplain to go beyond what has been considered the "normal" chaplain-type programs and become a change agent for the organization and the people within that organization.

One of the methods of fostering this change and of training chaplains to become change agents has been labeled O.D. (Organizational Development) in the civilian systems.

O.D. is a technique of planned change using technology developed in the behavioral sciences to assist individuals, groups, and a total organization to examine the processes by which it accomplishes its mission. It provides means for modifying procedures so that mission effectiveness is improved at the same time that individual needs and aspirations are fully considered. O.D. aids in diagnosing inter-personal, group and intergroup behavior and affects the culture of an organization in the way decisions are made, in its communication styles and patterns, how planning is done and eventually changes on-the-job behavior. The Army Chaplain Branch is a leader among the Department of Defense agencies making use of modern interpersonal procedures as a means of achieving goals within the organization.²
(Emphasis mine)

The military organization is one of temporary systems due to the mobility of its people. Wherever the temporary systems interlock, there have frequently been problems of misunderstandings, friction, jealousy, stereotyping, and other dysfunctional behavior. This has happened both inside the Chaplain Branch and where it connects with other systems. Thus, the chaplain change agent must first work at changing the internal system and then, using that as a model for the other parts of the organization, move into the work the system is to do. Often

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both must be done at the same time.

One of the most common messages of the junior (and some senior) chaplains, commanders, and dependents is that Army programs respond to needs of the past or are reacting only to the symptoms of a crisis rather than to the causes.³ It is also evident that the lack of ownership of programs within the chaplaincy affects the degree of participation by both chaplain and laity. Compare the difference of two and one-half (2½) years of change agent work at Fort Sill, Oklahoma.⁴ In 1972, an Installation-wide program originated at the Office of the Installation Chaplain with the expectation of full participation by the twenty-five (25) plus chaplains assigned to the Installation. Attendance at the series of events was small by both laity and chaplains, and though not openly, chaplains managed to find methods of sabotage to the program. Using various vehicles including Parish Councils, team-building, and others, change within the Chaplain Section and the various congregations on the Installation was planned and managed to the degree that an Installation-wide program in 1975 was well-attended by laity and had support of over 80 percent of the assigned chaplain population.

What happened at that particular Installation is not unique among the annals of change agents.⁵ Work was done both internally with the smaller section of the system (chaplains) and externally with the total system (installation). With the use of various models, vehicles, and methods, the role and mission of the chaplain system was explored and defined and the problems of the institution defined as seen at that point. The role of the chaplain as a consultant to the commander and as a religious leader was explored. The role of the laity was explored by both the chaplains and the laity -- independently and together. Throughout this entire effort planned, purposeful change allowed total parish development on the Installation. This occurred with the use of a part-time change agent assignment. The results can normally be increased and speeded up with the assignment of a full-time change agent.

¹Cyril R. Mills, "A Changing Concept of The Chaplaincy", Military Chaplains' Review, Vol. 2, No. 1 (January, 1973), p. 22.

²Ibid., pp. 27-8.

³This is based on personal knowledge, reactions of counseling clients, interviews with commanders and chaplains. It is also based on observations of "typical" programs offered at "average" Class I Installations.

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⁴This is based on personal knowledge, minutes of Fort Sill O.D. Council meetings, Year-end Reports, and reports of the Parish Council meetings at Fort Sill, Oklahoma.

⁵Interview with Chaplain (LTC) Daniel L. Rivers, US Army Chaplain Board, Fort Wadsworth, NY, January, 1976.

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ANNEX C